

GARRETT REGIONAL MEDICAL CENTER

A PROUD AFFILIATE OF




Solving for Why

The Science of Transforming Culture through Identity

Focusing on the correct order of Why, What, How...

Definition	Typical Order	Necessary Order
What: What we do	What	Why
How: What we know	How	What
Why: Who we are	Why	How



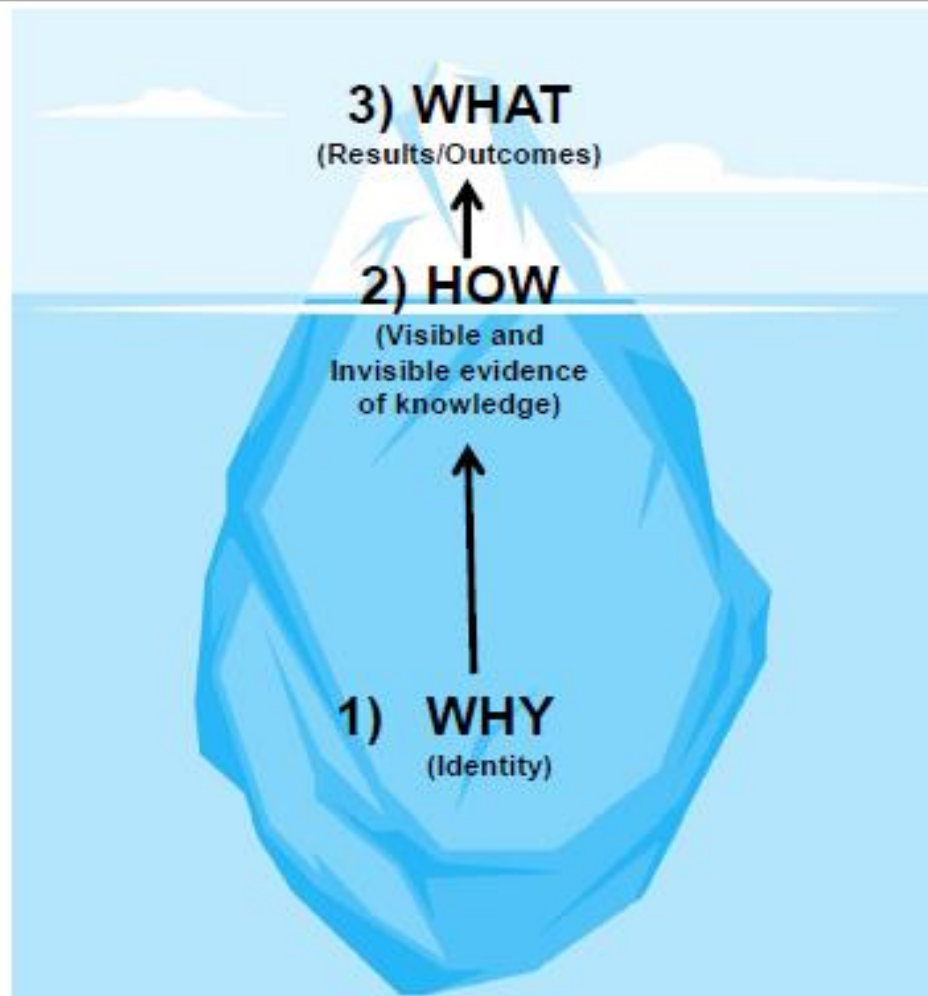
“Why” is invisible so we often miss it and focus on the visible like What and How...

What we often do:

Try to change #3 (results) by going directly after How and assume Why will fix itself on it's own.

What we must do instead:

Change results by changing #1 (identity)



“Why” as the Engine, not the Caboose

When why powers organizations speed increases & friction decreases

(What Ordinary Organizations Do)



(What Extraordinary Organizations Do)



What is your organizational identity or “why?”

Can you or your employees recite the:

MISSION?

VISION?

VALUES?

Do we have a BYOW Culture (Bring your own Why)?:

KNOWING THE
“WHY”
BEHIND WHAT WE DO
IS KEY TO CREATE
MEANINGFUL WORK!

KNOWING + DOING = SKILL

USELESS

KNOWING

DOING

USEFUL

KNOWING

DOING

SKILL!

BKD Model: Work is **MEANINGFUL** when we see our identity in it.

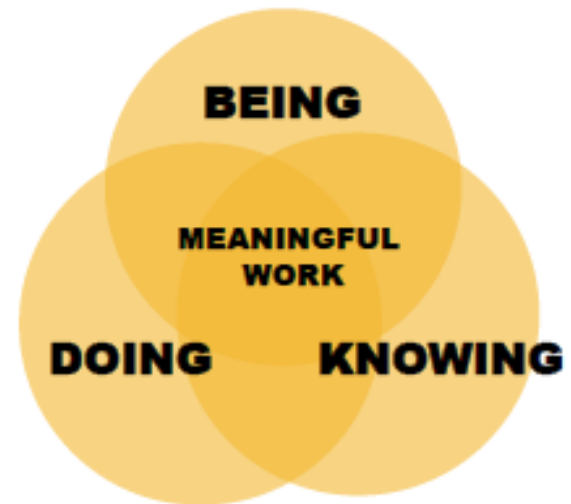
USELESS



USEFUL



MEANINGFUL WORK



The Culture of Yes

Together we: Care, Deliver, Innovate and Serve

VALUES



CARE



DELIVER



INNOVATE



SERVE

BEHAVIORS

The difference between
"Pros" and Amateurs

10/5 Rule

Say Do Ratio 1:1

Everything you need,
but nothing more

No Public Venting

- 1) Warm Welcome
- 2) Anticipate Needs
- 3) Fond Farewell

Big Impact and
Small Wake

Innovation finds
a way

"Is there anything I
can do for you?
I have the time.

Our Mental Dilemma

25 YEARS AGO:

5



MEMOS/WEEK

15 YEARS AGO:

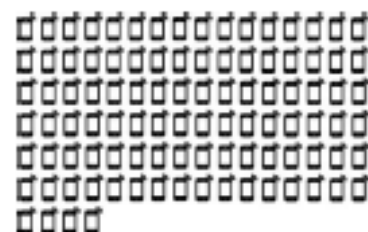
20



VOICEMAILS/
DAY

TODAY:

100+



EMAILS OR
TEXTS/DAY

What is noise and what is signal?

Complexity in the Healthcare Industry

“The healthcare industry is the most complex form of organization we have attempted to manage in human history.”

Peter Drucker

Question:

How can we expect leaders to have “System Thinking” without an education in System Theory.

Complex Adaptive Systems

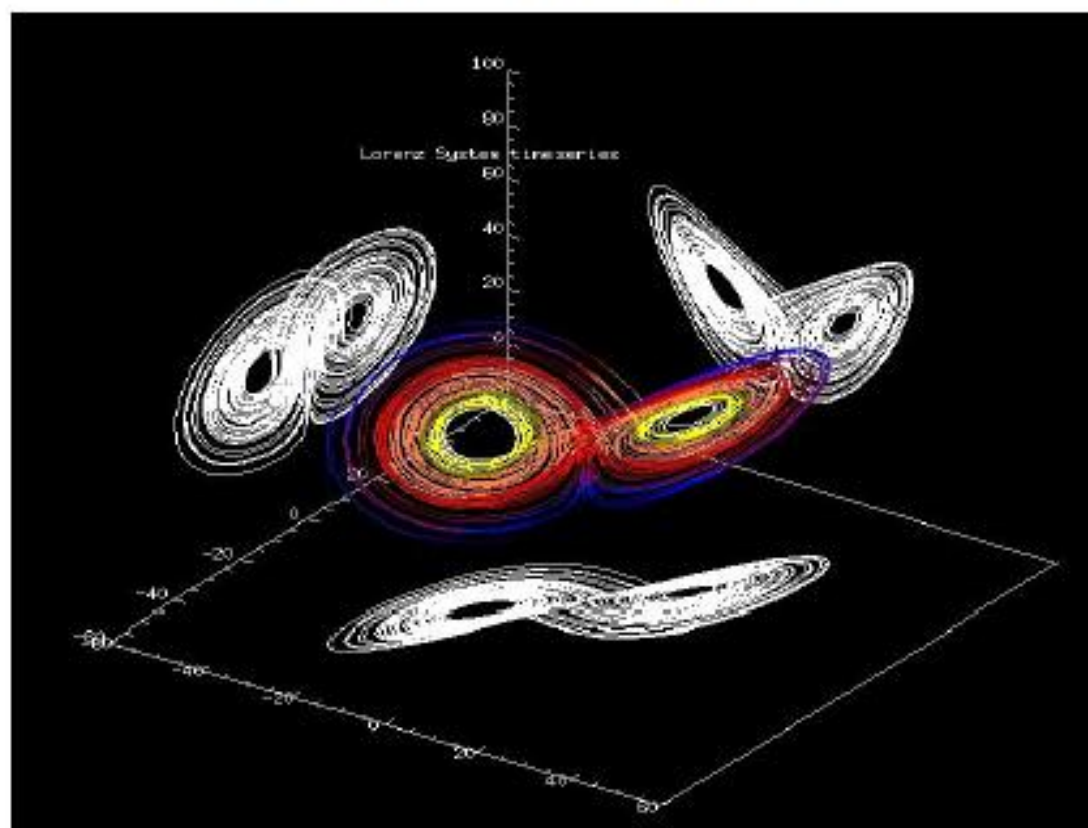
Organizations that thrive in chaos are called **Complex Adaptive Systems**. They exhibit the traits of:

1. Self-similar but heterogeneous (diversity of function)
2. Strong interdependence of its members (you need each other)
3. Loose coupling between agents and system (not too much bureaucratic central control)
4. Self-organizing (solve issues w/out much top down direction)
5. Adapt best when on the verge of Chaos (called "Emergence")



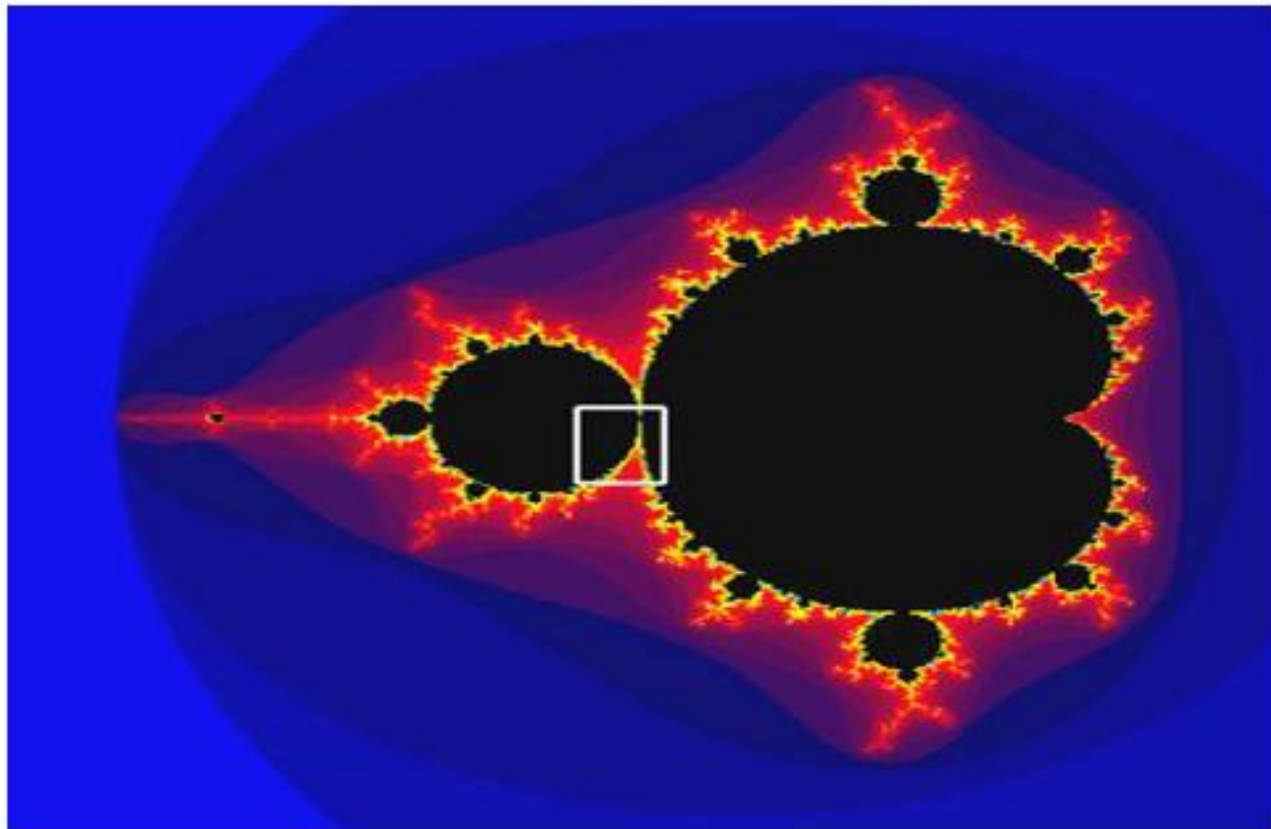
Chaos Theory

Example of computer generated Chaos Theory with
“Strange Attractors” (or Order)

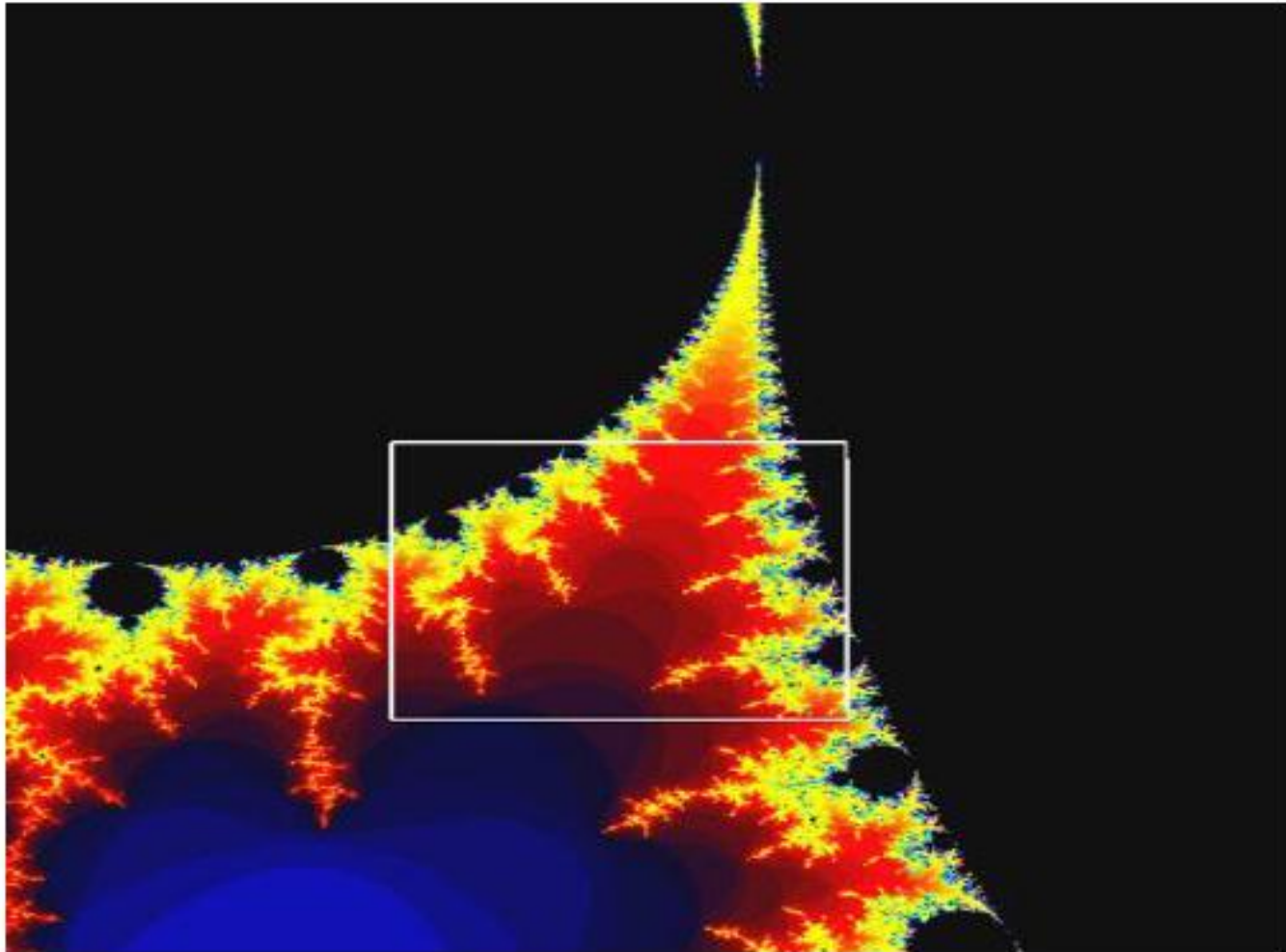


Mandelbrot Set

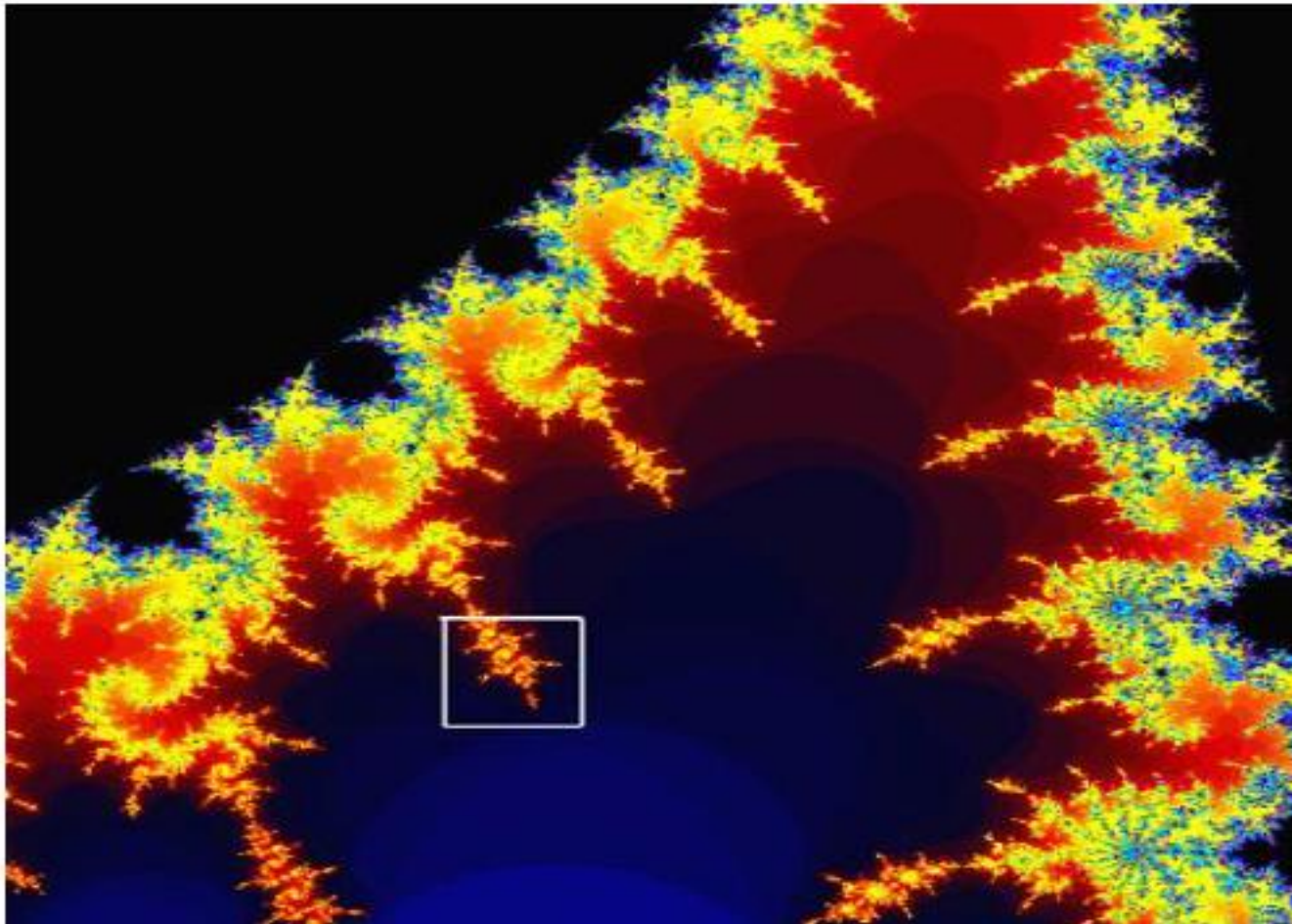
Try to remember this image over the next several slides



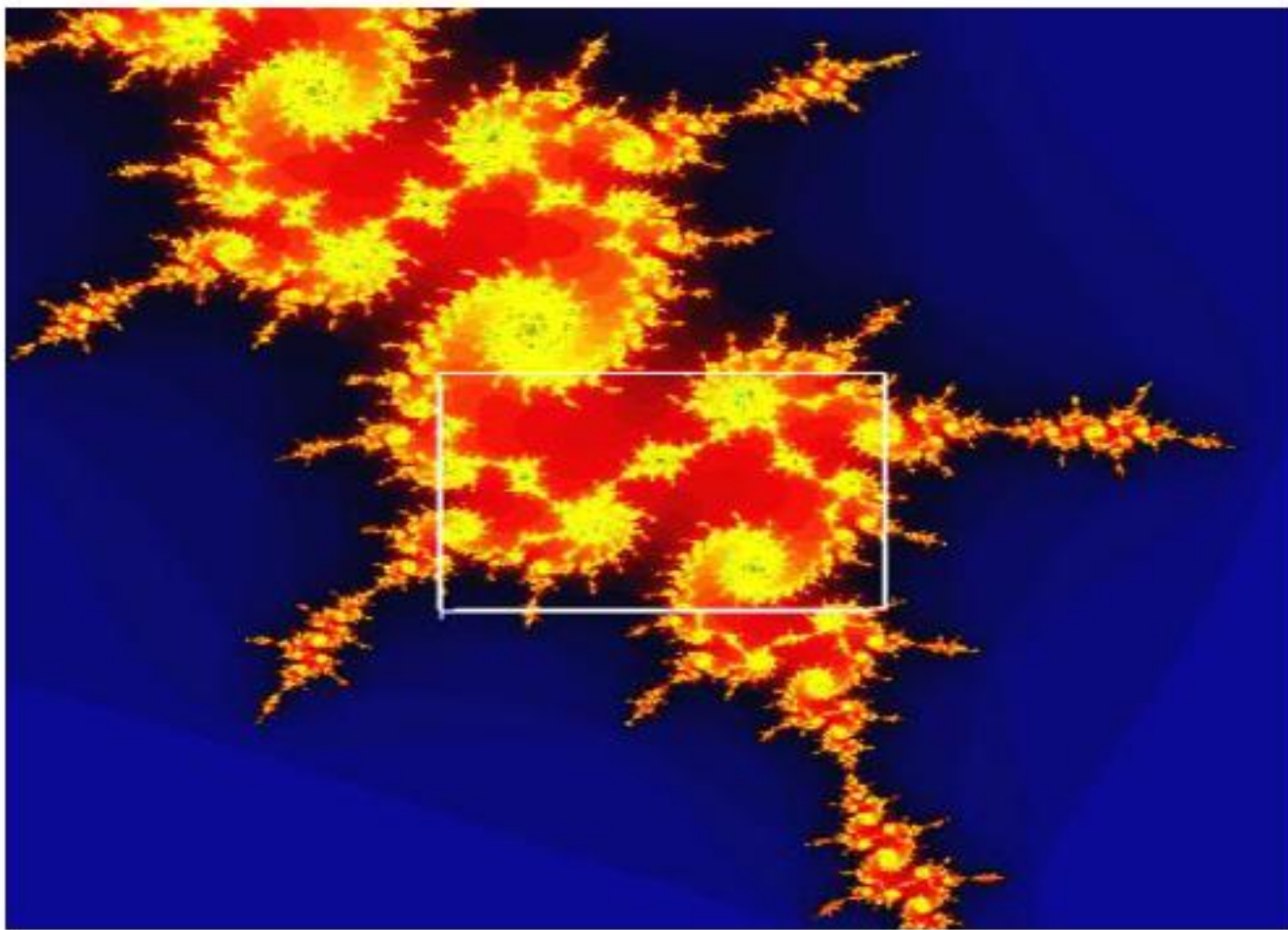
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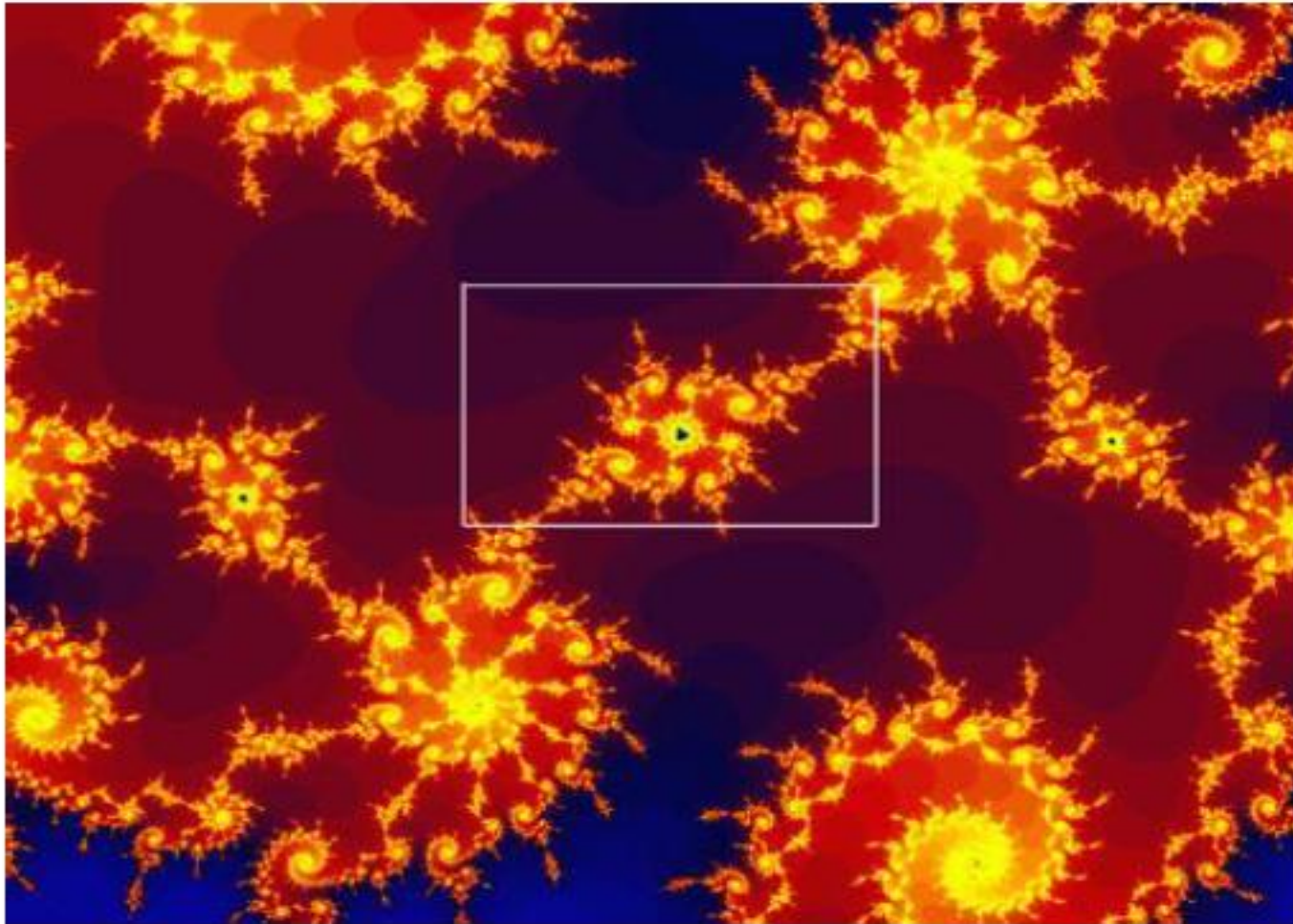
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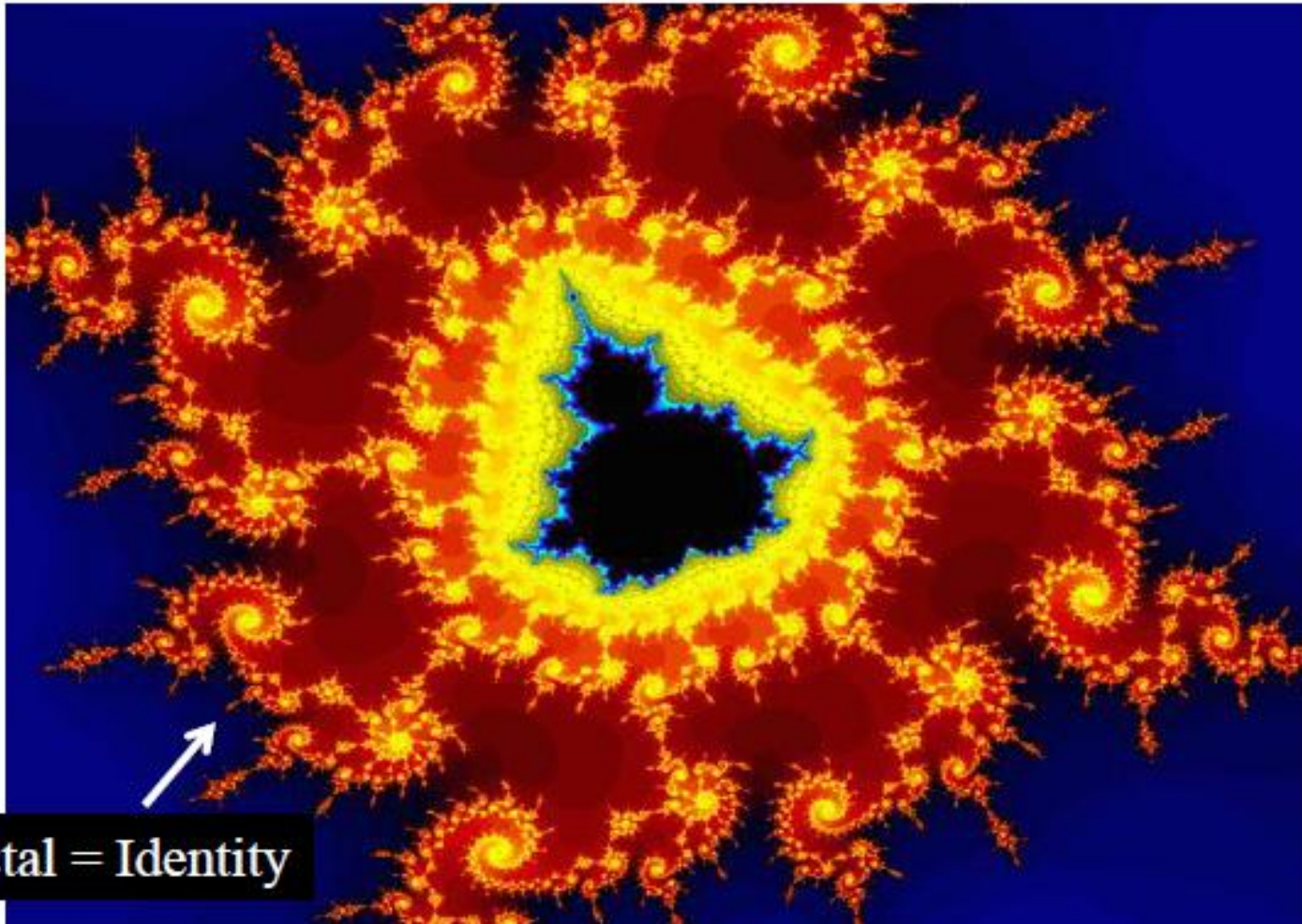
Mandelbrot Set



Mandelbrot Set



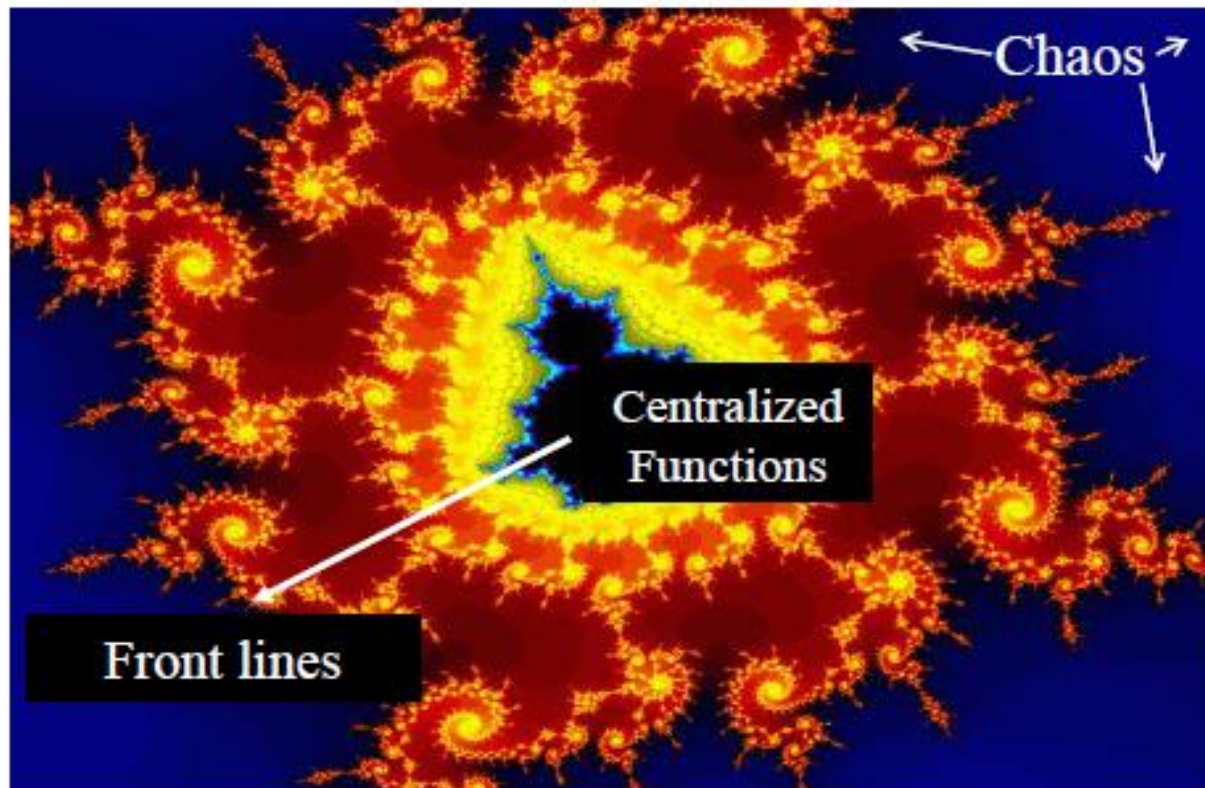
Mandelbrot Set



Fractal = Identity

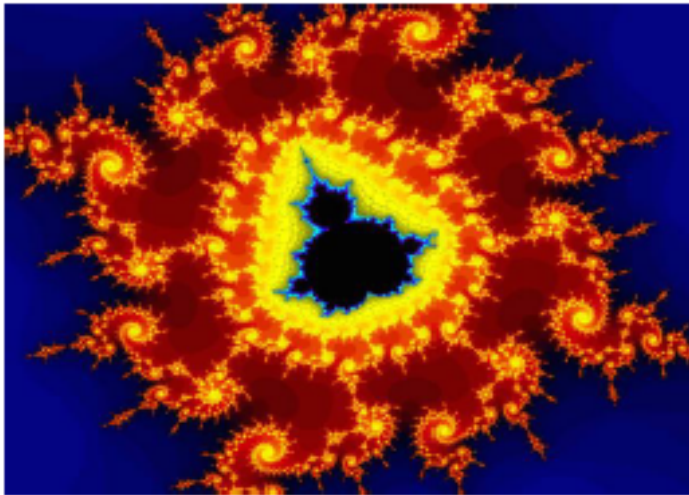
Mandelbrot Set

Organizational Chart: Complex Adaptive System

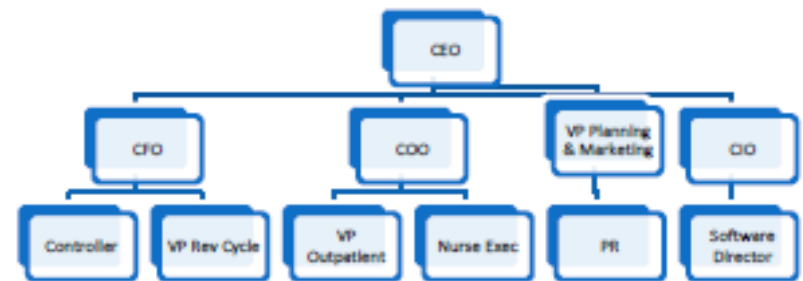


Human Bias for Linear Thinking

Organization as it is...



Organization as the brain can conceive of it...



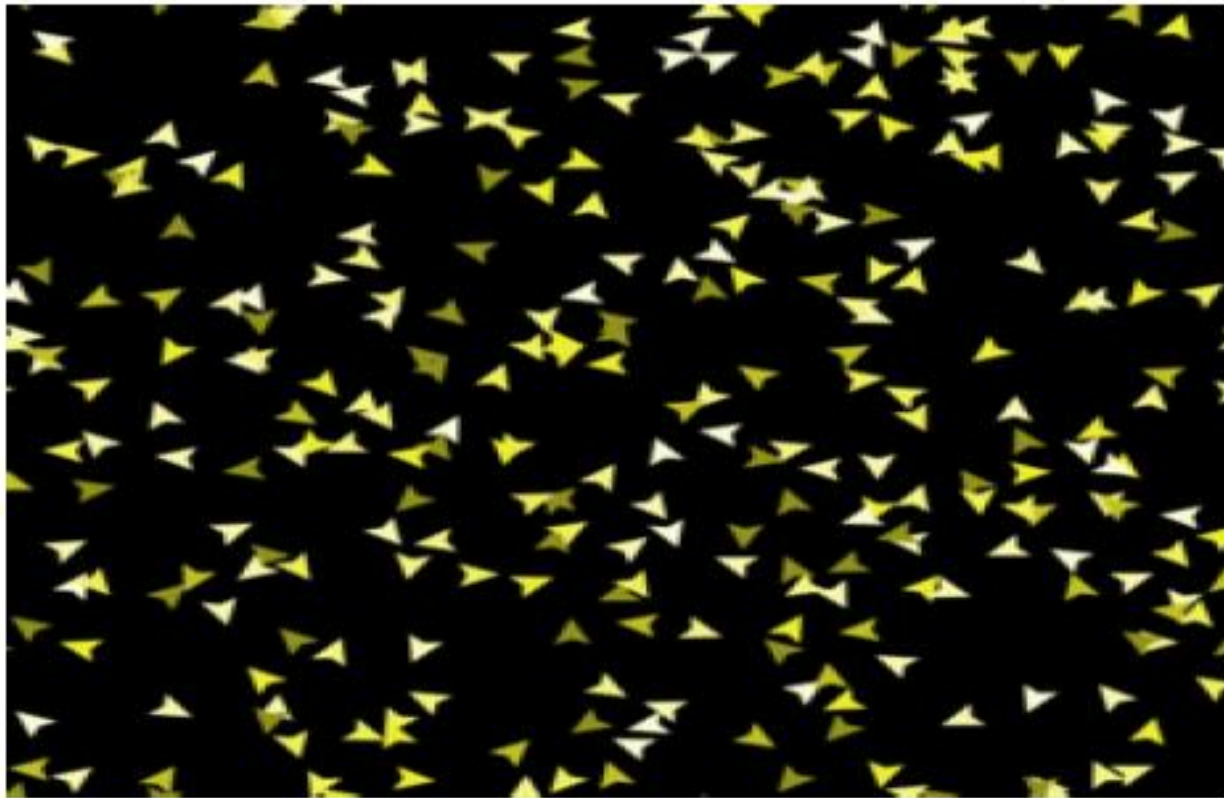
How can we run a complex non-linear organization using a linear mind?

ANSWER:
CULTURE

INSIGHT #1

YOU CAN ONLY MANAGE
COMPLEXITY WITH SIMPLICITY

Group Behavior: Complex Flocking Behaviors

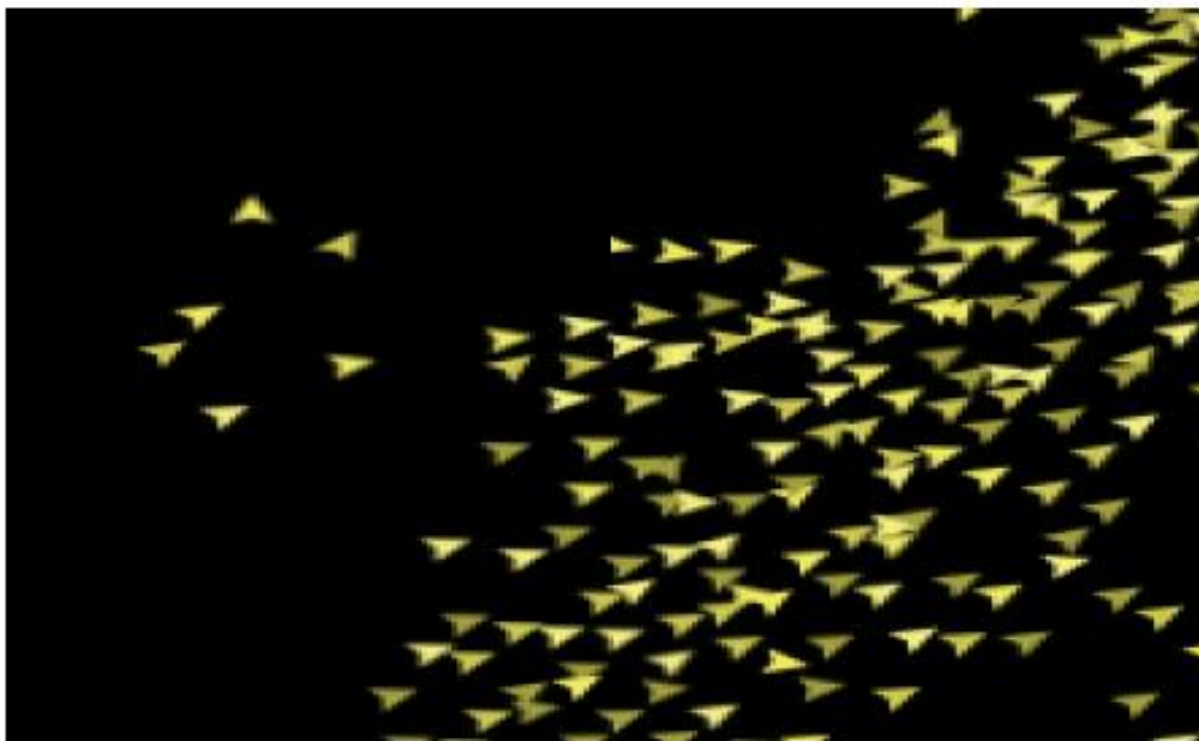


What complex flocking birds can teach us

3 individual instructions creates group order:

1. **ALIGNMENT**: Steer toward the average heading of the flock (see the vision)
2. **COHESION**: Steer toward the average position of local flock mates (stay close to your team)
3. **SEPARATION**: Avoid crowding other birds (but not too close...need for autonomy)

3 Rules make Order from Chaos



INSIGHT #2

YOU MUST CREATE IDENTITY
WITH THE BRAIN IN MIND

Identity is behind every action

Identity is the butterfly effect, that small thing that creates large scale change

IDENTITY - drives - **ACTION** - drives - **RESULTS**



VS.



Ingredients for a Mental Identity Map

IDENTITY MAP:	I am a WVU Fan
1) Emotion	Pride/Joy
2) Instructions:	Shout: WVU Yell at the other team Wear Gold and Blue

In a new context, identity maps generally recruit **.05 to 8 seconds** before we are consciously aware of them affecting our behavior

1) EMOTION

- How we feel about the identity
- Emotion is encoded on each mental map
- The stronger the emotion, the more quickly it can recruit the mental identity map (for good and bad)

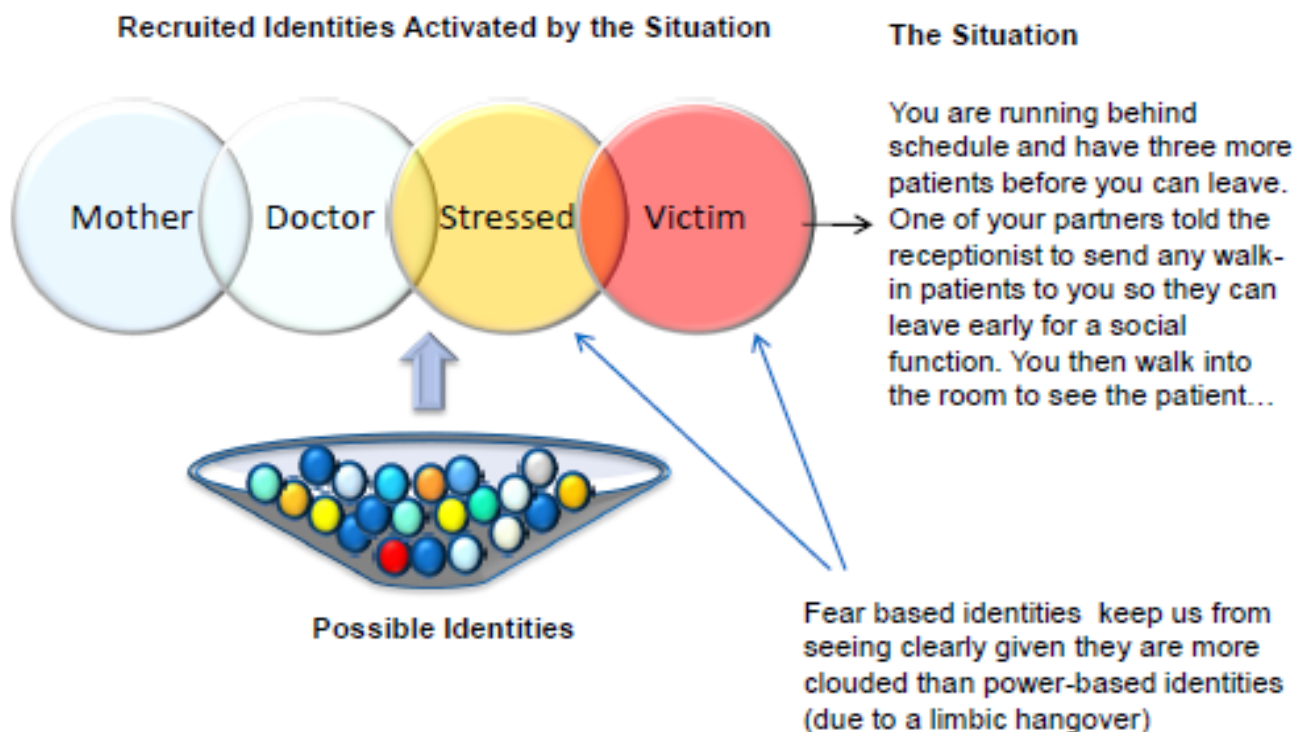
2) INSTRUCTIONS

- The brain creates a list of instructions regarding behavior associated with that identity

When we perceive a situation through identity filters, reality is obscured



Every situation *recruits* new identities which want to be validated or enhanced. Only occasionally do we drop identities that don't serve us. The Identities cloud reality and keep us from seeing things clearly.



BKD Model: Being, Knowing, & Doing

PROPOSITION:

The root cause of failure in most organizations is not a lack of KNOWLEDGE.

It is a lack of BEING.

INSIGHT #3

WE ALL THINK IN IDENTITY
NARRATIVES 95% OF THE TIME

The Narcissist Test

When you see a group photo that you were in, who is the first person you look for?



Why can you listen to an hour lecture and only recite back 7% of it's content but remember almost 100% of the stories that were told?

Science has proven the brain broadcasts on 2 channels

CHANNEL 1: NARRATIVE

- Plays our favorite program called “Me and My Story”
- We are always the main character
- We broadcast on this channel 95% of our waking hours
- High ego needs



CHANNEL 2: DIRECT EXPERIENCE

- We broadcast on this channel 5% of the time
- We are not the main character but rather feel at one with the story line and those in it.
- No ego needs

INSIGHT #4

MAKING THE SCIENCE OF
IDENTITY PRACTICAL

Creating a culture/identity in a way the brain can remember

CREATING A USEFUL IDENTITY AT WORK:

- 1) Aspirational
- 2) Something every employee can see themselves in
- 3) Something that mimics the way the brain creates mental identity maps
- 4) Only 3-5 concepts so that the brain can remember it. It's ok to "chunk-down" concepts.
- 5) Use focus as a valuable resource

The Practice: Culture Building through “Attention Density”

PROGRAMS THAT ENFORCE IDENTITY

- Rounding on employees
- Rewards that reinforce the culture
- Linking culture to evaluations
- Reciting the mission at staff meetings
- Reinforce in email and print media
- Requiring staff to recite mission/values
- Creating a cultural language
- Leadership using the language

INSIGHT #5

**OTHER ORGANIZATIONS WHO HAVE
DELIBERATELY FOCUSED ON
CULTURE AND BEHAVIORS**



Under Armour Results

- Launched in 1995 in Kevin Plank's garage
- \$4 Billion in sales in 2015
- Leapfrogged Adidas to become #2 behind Nike (\$30 Billion)
- By 2017 estimates are for Under Armour to reach \$7.5 Billion
- Now has the largest digital health-and-fitness community with 150 Million users at a time when Nike shut down their "Fuel band" product.

WHAT IS UNDER AMOUR'S SECRET?



“Culture is formed on habits”

Kevin Plank - CEO Under Armour

MISSION: Make all athlete's better

- Plank-ism Behaviors
 - Think like an entrepreneur
 - Create like an innovator
 - Perform like a teammate



Culture as a trade secret

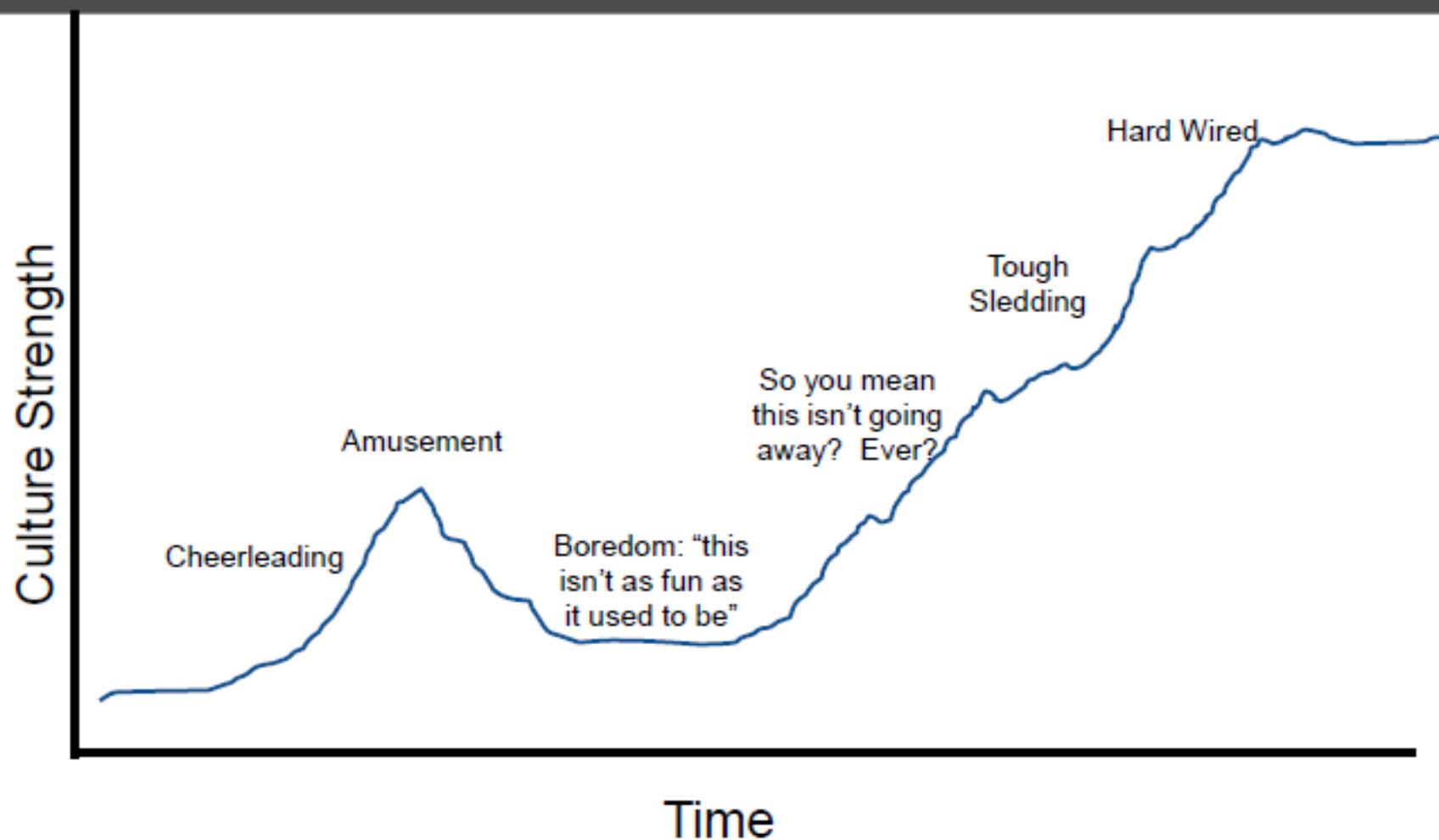


**SOUTHWEST
AIRLINES**

INSIGHT #6

EMPLOYEES FOCUS ON WHAT
THE LEADER FOCUSES ON.
SO FOCUS ON THE DESIRED
ORGANIZATIONAL IDENTITY.

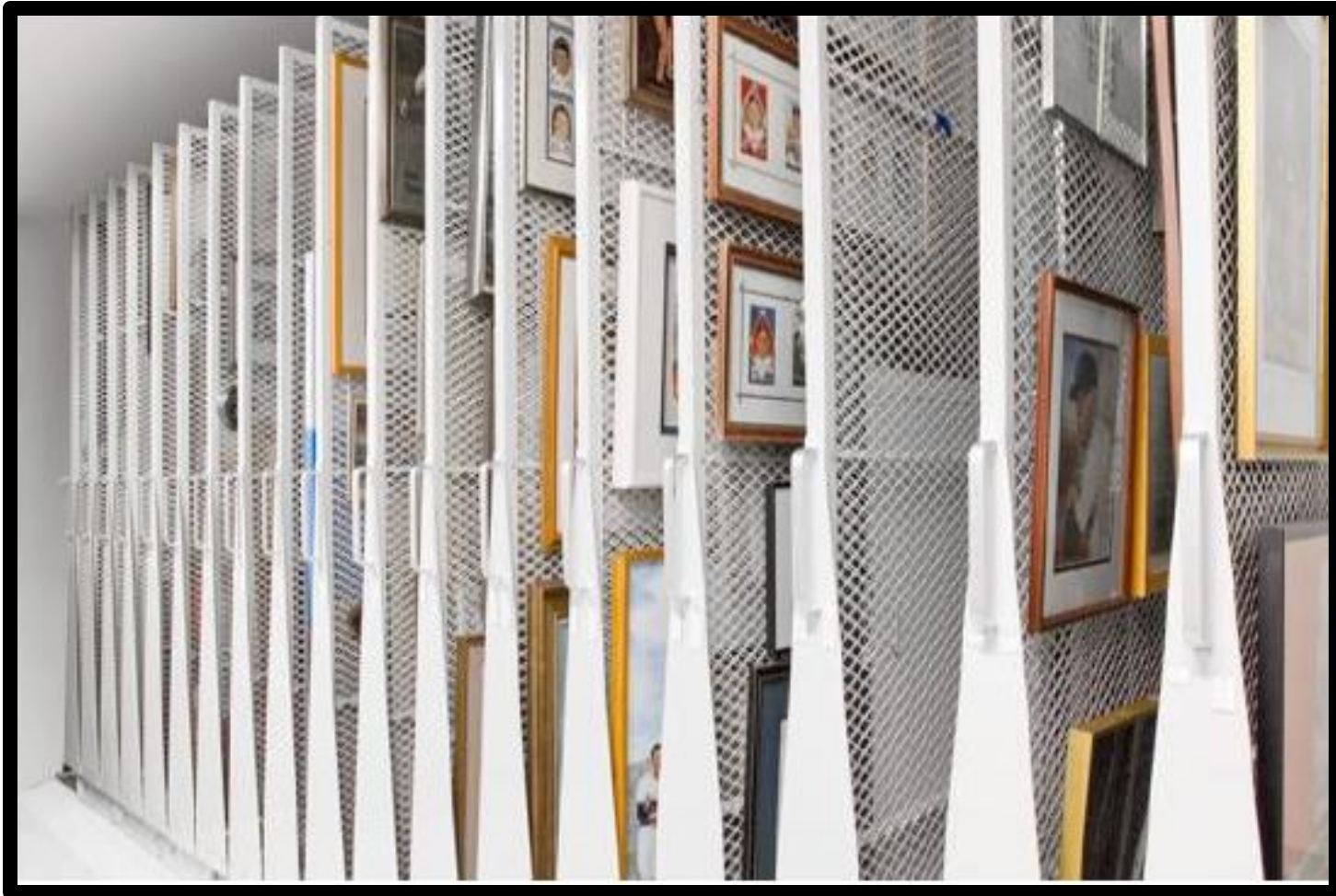
Anatomy of Culture Improvement Efforts



Leader as a museum curator



Museum Collections:



Museum Collections:



Museum Collections:



**Museum Curators
make choices
about what they
want people to
focus on...**



**Leaders make
choices about
what they
want people
to focus on...**



What are your Masterpieces?

The Culture of Yes: Together we: Care, Deliver, Innovate and Serve

VALUES



CARE



DELIVER



INNOVATE



SERVE

BEHAVIORS

The difference between
"Pros" and Amateurs

10/5 Rule

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Small Wake

Innovation finds
a way

"Is there anything I
can do for you?
I have the time.

What employees focus on

Employees focus on what the leader (curator) is focused on...

If you don't want employees to focus on something (drama, victim mentality, etc...) **get it out of the gallery.**

INSIGHT #7

THE SAME EMPLOYEES CAN
INCREASE THEIR RESULTS BANDWIDTH
WITH A STRONGER COLLECTIVE AND
INDIVIDUAL IDENTITY

Pros vs. Amateurs: Individual Identity

- Amateurs can make some baskets, but pros can do it over, and over, and over again.
- People don't pay to watch amateurs
- Professionals take pride in their performance every day.

AMATEURS



PROFESSIONALS



Individual Strengths as an Identity

- Diversities main value is accentuating differences that make the whole better.
- Too often the focus is doctor vs. nurse, finance vs. marketing, or differences in sex, gender, or race. This kind of focus puts people in competing tribes rather than putting them on one team
- There is far more value to be gained by focusing on differences in proven strengths of each employee and using that to coach each employee throughout the year.

Hierarchy of Identity

TEAM FIRST



POSITION SECOND



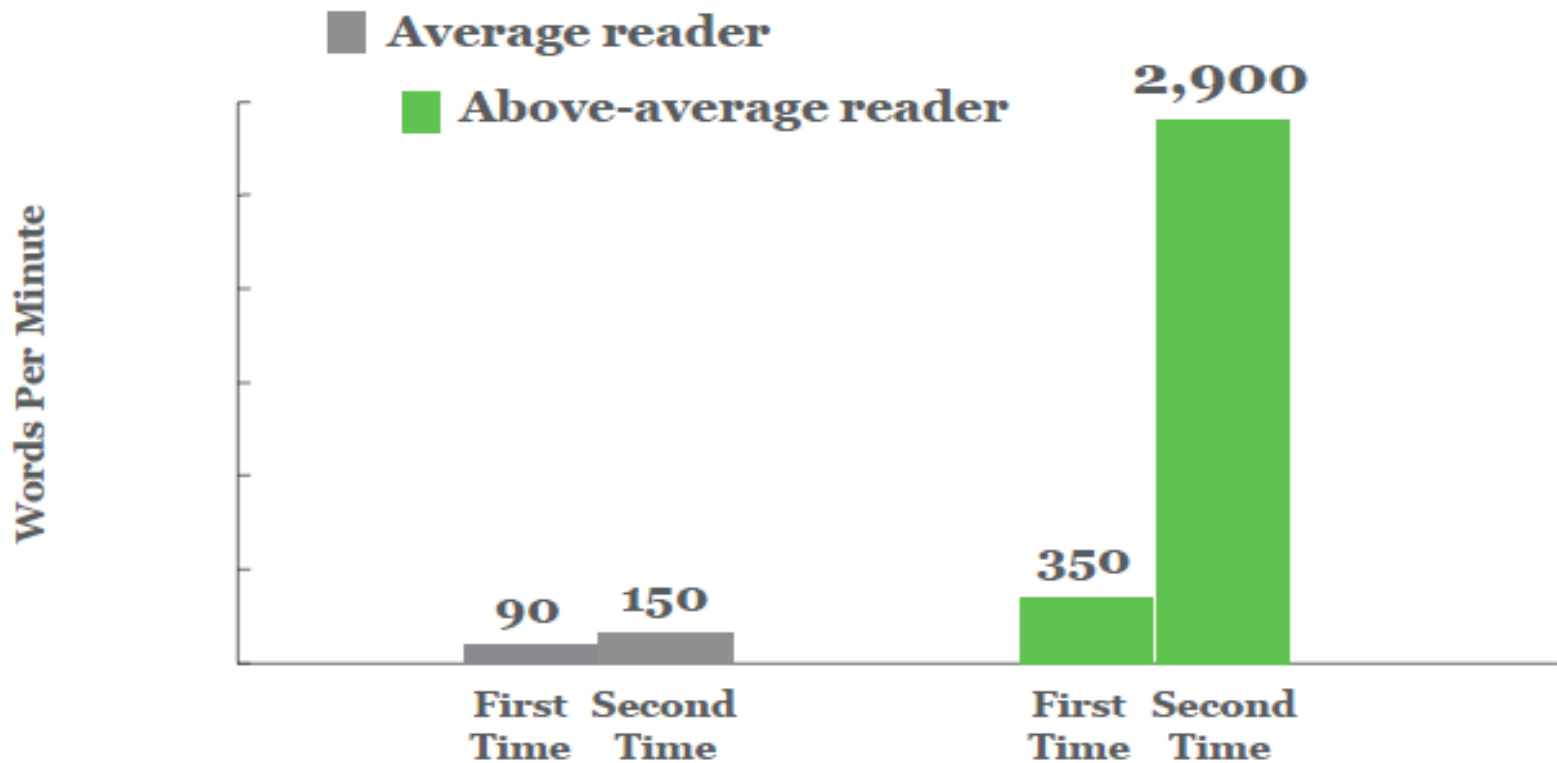
Reinforcing and Evaluating for the right Individual Identity – Performance Evaluations

70 Percent of Performance Evaluations either make performance worse or show no improvement*

*A. Kluger and A. Denisi meta-analysis of 607 studies

WHAT WOULD HAPPEN IF...

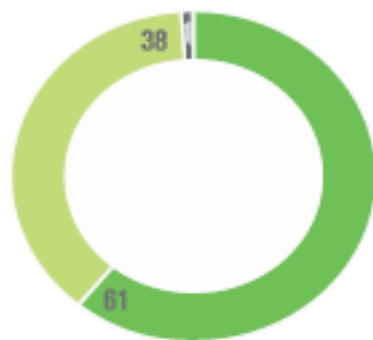
A focus on weaknesses prevents failure.
A focus on strengths leads to excellence.



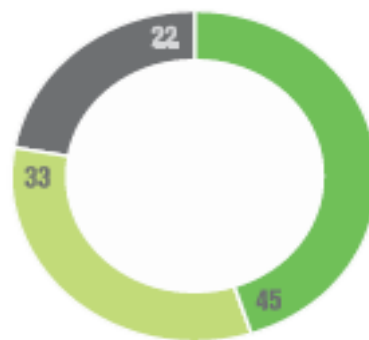
GALLUP

FOCUSING ON STRENGTHS IMPACT

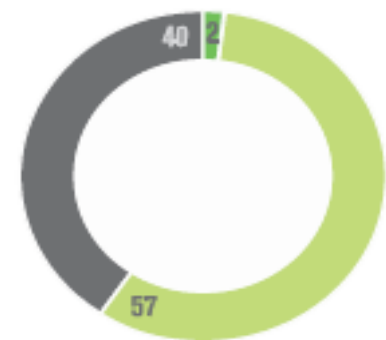
ENGAGEMENT INCREASES WHEN MANAGERS FOCUS ON EMPLOYEES' STRENGTHS



MY SUPERVISOR FOCUSES ON MY STRENGTHS OR POSITIVE CHARACTERISTICS



MY SUPERVISOR FOCUSES ON MY WEAKNESSES OR NEGATIVE CHARACTERISTICS



IGNORED

%ACTIVELY DISENGAGED %NOT ENGAGED %ENGAGED

GALLUP®

The Four Domains of Leadership Strength

Executing	Influencing	Relationship Building	Strategic Thinking
ACHIEVER ARRANGER BELIEF CONSISTENCY DELIBERATIVE DISCIPLINE FOCUS RESPONSIBILITY RESTORATIVE	ACTIVATOR COMMAND COMMUNICATION COMPETITION MAXIMIZER SELF-ASSURANCE SIGNIFICANCE WOO	ADAPTABILITY DEVELOPER CONNECTEDNESS EMPATHY HARMONY INCLUDER INDIVIDUALIZATION POSITIVITY RELATOR	ANALYTICAL CONTEXT FUTURISTIC IDEATION INPUT INTELLECTION LEARNER STRATEGIC

**People will work hard for money, they will
work harder for other people,
but they will work hardest for a cause.**

Our identity is the greatest cause we know,
we spend 95% of our waking hours thinking
in that language.

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